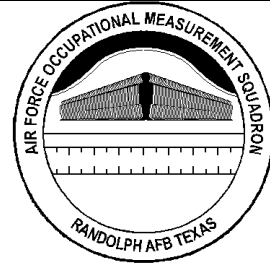




**UNITED STATES
AIR FORCE**



OCCUPATIONAL SURVEY REPORT



**AIR LIAISON OFFICER
(AFSCs 11XXU, 12XXU, 13BXU – AD AND ANG)
(AFSC 16GX – ANG)**

OSSN: 2509

JANUARY 2004

**OCCUPATIONAL ANALYSIS PROGRAM
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON
AIR EDUCATION and TRAINING COMMAND
1550 5th STREET EAST**

RANDOLPH AFB, TEXAS 78150-4449

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PREFACE

This report presents the results of an Air Force Occupational Survey of the Air Liaison Officer (ALO) specialization (AFSCs 11XXU, 12XXU, 13BXU [AD and ANG] and AFSC 16GX [ANG]). Authority for conducting an occupational survey is contained in AFI 36-2623. Copies of this report and pertinent computer printouts are distributed to the Air Force Career Field Manager, technical training school, all major using commands, and other interested operations and training officials.

Captain Jason Johnson, Deputy, Leadership Development Section, developed the survey instrument, analyzed the data, and wrote the draft report. Mr. Michael Brosnan, Leadership Development Occupational Analyst, produced the final report. Ms. Karen Tilghman provided computer-programming support, and Ms. Raquel Soliz provided administrative support. Mr. Robert Boerstler, Chief, Leadership Development Section, reviewed and approved this report for release.

Additional copies of this report may be obtained by writing to AFOMS/OAOD, 1550 5th Street East, Randolph AFB TX 78150-4449, or by calling DSN 487-5543. For information on the Air Force occupational survey process or other on-going projects, visit our website at <https://www-r.omsq.af.mil/>. (Note: If you experience a Microsoft Word security problem after clicking on the above link, please copy the web address into the Address window in your web browser.)

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**OCCUPATIONAL SURVEY
AIR LIAISON OFFICER
(AFSCs 11XXU, 12XXU, 13BXU, & 16GX)**

EXECUTIVE SUMMARY

- 1. Survey Coverage:** Air Liaison Officers (ALOs) were surveyed to obtain current task data for use in evaluating current ALO Qualification Course (ALOQC) content. Surveys were sent to 188 Active Duty (AD), 85 Air National Guard (ANG), and 1 Air Force Reserve Command (AFRC) personnel. Survey results were based on 110 members responding (66 AD and 44 ANG).
- 2. Jobs:** Structure analysis identified three independent jobs (IJs) within the ALO specialization. Although this specialization contained three identifiable jobs, the majority of the members were in the ALO IJ (76%).
- 3. Training Analysis:** The ALOQC syllabus, dated Oct 01, was reviewed in light of the survey data. The syllabus is very well supported by the survey data. A complete review of the syllabus has been provided to the 6th Combat Training School (6 CTS) for evaluation.
- 4. Job Satisfaction Analysis:** In general, job satisfaction among most ALOs was good. However, members in the ALO IJ have lower perceived use of talents and the ALO Trainer IJ have lower perceived use of training and sense of accomplishment than members in the other IJs. Job satisfaction is slightly higher for ANG members than for AD members.

INTRODUCTION

Air Force Occupational Measurement Squadron (AFOMS)

Occupational Analysis Program

Simply put, our mission is to provide occupational data for decisionmakers, allowing them to make informed personnel, training, and education decisions based not on opinion and conjecture, but on empirical, quantitative data.

Survey Development Process

An occupational survey begins with a job inventory (JI) -- a list of all the tasks performed by members of a given specialty as part of their actual specialization (that is, additional duties and the like are not included). We include every function that specialization members perform by working with technical training personnel and operational subject-matter experts (SMEs) to produce a task list that is complete and understandable to the typical job incumbent. The SMEs write each task to the same level of specificity across duty areas, and no task is duplicated in the task list.

In addition to this comprehensive task list, job inventories include a number of background questions that deal with demographic information, job satisfaction, equipment usage, and any other area that our customers, such as Career Field Managers (CFMs) and technical school personnel, may request.

Survey Administration

The sample of members who receive the JI primarily depends on the size of the specialization. We typically survey 100% of all eligible members in specializations numbering 3,000 or fewer assigned members. For specializations larger than 3,000 members, we select a random sample of half of the eligible members, and for very large specializations, we may sample one-third of all the eligible members. Return rates (the percentage of completed, usable surveys we receive back from the field) generally run between 50% - 70% or greater. All this combines to produce very large and very representative samples in almost every study we conduct, compared to the samples obtained by private commercial surveying and marketing firms, and this in turn leads to highly accurate information about the work and demographics of the specialization.

Responding to the JI can be somewhat time-consuming when the number of tasks is large, but it is a simple process. Respondents are asked to examine each task and select each task that they perform in their present job. They are then asked to rate each task they chose on a scale of 1 to 9 (unchosen tasks are given a 0 rating), according to how much relative time they spend performing that task in their present job, compared to all the other tasks in the inventory. These ratings are converted into estimates of actual relative job time spent performing each task.

Survey Analysis

Survey responses are processed using a set of computer programs called the Comprehensive Occupational Data Analysis Programs (CODAP). We are able to calculate some important basic information about each task from the information that respondents provide in the JI: the Percent Members Performing (PMP) and the Percent Time Spent (PTS). CODAP forms groups of survey respondents according to the similarity of their task performance, and our analysts study these groupings to identify distinct jobs. Further, we can provide PMP and PTS information for any subgroup. For example, we can easily determine the percent of O-1s or first-assignment officers who perform each task, and estimate the average amount of job time they spend performing it. This is important because many of the applications of our data target particular subgroups within the specialization.

Uses of Survey Data

Survey results are formally reported in an **Occupational Survey Report (OSR)**, but the OSR is by no means the only product of an occupational survey study. The OSR provides a high-level "snapshot" of an entire utilization field in a compact package, but it is not intended to provide the comprehensive information needed to support important decisions about the utilization field. That is the purpose of "data extracts," which are comprehensive, detailed sets of CODAP-generated reports designed for particular applications.

The Training Extract -- AFOMS survey data are essential to technical training personnel. The Training Extract provides information about what utilization field incumbents are actually doing in their jobs at each stage of their career, along with supporting information regarding when and how members should be trained to perform their jobs. The data found in the Training Extract are the *primary source of empirical information* available to support such decisions.

The major users of Training Extract information are attendees at Utilization and Training Workshops (U&TWs). The U&TW is a summit of representative utilization field, training, and classification leaders who evaluate current training efficiency and effectiveness in order to propose and approve changes to the Syllabus, particularly with regard to initial skills training, and to address utilization issues.

Part of the process of compiling the Training Extract involved the *Syllabus matching* process, during which technical school personnel match JI tasks to syllabus elements; that is, they tell us what particular task or tasks correspond to each syllabus element when it is covered in training.

The Occupational Survey Report -- This document, the OSR, captures survey data and analysis both in breadth and depth. For ease of reading, the first half of the OSR concentrates on breadth with compelling factors and implications across the specialty. Tables following the narrative show depth with regard to these factors and implications. Where appropriate, highlights of the tables are contained in the body.

OCCUPATIONAL SURVEY REPORT (OSR)
AIR LIAISON OFFICER (ALO)
(AFSCs 11XXU, 12XXU, 13BXU, & 16GX)

This is a report of an occupational survey of the Air Liaison Officer (ALO) specialization, conducted by the Occupational Analysis Flight, AFOMS. The purpose of this survey was to assist the Combat Air Forces and the operational community in developing training requirements for ALO initial, mission qualification, and continuation training. Lieutenant Colonel Charles W. Eyler, Chief, Command and Control Employment Division, HQ USAF/XOCE, requested this survey. This survey report is the first for the ALO specialization.

Specialization Background

The ALO is the Air Component Commander's senior air advisor to U. S. Army commanders from corps down to battalion level. The ALO advises these commanders and staffs on the capabilities, limitations, integration, and employment of air power. Air Combat Command Regulation 55-8, *Operations, The Air Control System (ADS), Air Support Operations Center (ASOC), and Tactical Air Control Parties (TACP)*, dated 4 January 1993, outlines specific ALO functions and responsibilities inherent as the primary Air Force liaison to the U. S. Army.

The initial training school for this specialization is located at Nellis AFB NV. The ACC Air Liaison Officer Qualification Course (ALOQC) is 15 days' long and teaches concepts, doctrine, procedures, and techniques for integrating combat firepower in joint operations. Emphasis is on the responsibilities of an ALO, responsibilities as leaders in Tactical Air Control Parties (TACPs), and responsibilities representing the Joint Force Air Component Commander (JFACC) as a member of an Army war-fighting staff. In addition, the course teaches Army, Air Force, and Navy doctrine, and Marine war-fighting philosophies.

SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) Occupational Survey Study Number (OSSN) 2509, dated March 2002. During the development of the comprehensive task list, 53 subject-matter experts (SMEs) from six operational bases and three training units were interviewed. The survey requested such standard background information as base of assignment; command of assignment; total active federal military service (TAFMS), time in utilization field (TIUF), and time in present job (TIPJ); job title; work or functional area; paygrade; and job satisfaction. Additional background items concerned the equipment used or operated; documents used to perform ALO duties; number of exercises or deployments; type, timing, and quality of training received; paygrade at which the member entered this job; and aeronautical specialty of member prior to becoming an ALO. The inventory listed 388 tasks grouped under 9 duty headings and a background section. (The complete survey is available on the CD containing the products from this study.)

<u>BASE</u>	<u>REASON FOR VISIT</u>
Ft Irwin CA	Technical Training School (field training exercise)
Nellis AFB NV	Technical Training School (classroom training)
Eglin AFB FL	Unique policy development office for Joint Close Air Support
Ft Hood TX	Group-level mission and operational ALOs
Peoria ANG IL	Air National Guard ALOs
Pope AFB NC	ALOs supporting airborne operations
Ft Carson CO	Operational ALOs
Ft Stewart GA	Operational ALOs

ALO Survey Administration

From March to September 2002, the survey control monitor at the technical training school and operational bases administered the inventory to all eligible DAFSC 11XXU, 12XXU, 13BXU AD, ANG, AFRC, and ANG 16GX personnel. Members ineligible to take the survey

included the following: (1) hospitalized members; (2) members in transition for a permanent change of station; (3) members retiring within the time the inventories were administered to the field; and (4) members who had been in their present jobs for less than 6 weeks. Participants were selected from a computer-generated mailing list obtained from data tapes maintained by the Air Force Personnel Center, Randolph AFB TX.

Survey Sample

The data on survey returns were examined to ensure that the final sample reflected an accurate representation across major commands (MAJCOMs) and paygrades. [Table 1](#) shows the distribution of the survey sample by MAJCOM, while [Table 2](#) displays the survey distribution by paygrade groups.

TABLE 1

MAJCOM REPRESENTATION OF TOTAL SAMPLE		
COMMAND	PERCENT OF ASSIGNED**	PERCENT OF SAMPLE
ACC	37	38
USAFE	13	12
PACAF	7	5
AMC	5	2
OTHER	7	3
ANG	30	40
AFRC	*	0
TOTAL ASSIGNED**		309
TOTAL ELIGIBLE		274
TOTAL SURVEYS MAILED		274
TOTAL IN SAMPLE		110
PERCENT OF ASSIGNED IN SAMPLE		36
PERCENT OF ELIGIBLE IN SAMPLE		40
PERCENT OF MAILED IN SAMPLE		40

* Indicates less than 1%

** As of Mar 02

TABLE 2

PAYGRADE DISTRIBUTION OF SAMPLE		
PAYGRADE	PERCENT OF ASSIGNED	PERCENT OF SAMPLE
O-3	25	19
O-4	38	38
O-5	34	40
O-6	3	3

The command and paygrade distributions of the survey sample are fairly close to the percent assigned, indicating that the sample is a good representation of the specialization. Differences in distribution percentages can be attributed to the low return rate. However, this did not adversely affect the analysis.

ALO SPECIALIZATION JOB STRUCTURE

The first step in the analysis process is to identify the specialization structure in terms of the jobs performed by the respondents. CODAP creates an individual job description for each respondent based on the tasks performed and relative amount of time spent on these tasks. The CODAP automated job clustering program then compares all the individual job descriptions, locates the two descriptions with the most similar tasks and time spent ratings, and combines them to form a composite job description. In successive stages, CODAP either adds new members to this initial group or forms new groups based on the similarity of tasks and time spent ratings. Human analysis of the final output, aided by additional measures of similarities and differences between groups, determines the final job structure of the specialization as described here.

The basic group used in the hierarchical clustering process is the **Job**. When two or more jobs have a substantial degree of similarity in tasks performed and time spent on tasks, they are grouped together and identified as a **Cluster**. Jobs not falling within any cluster are identified as **Independent Jobs (IJs)**. The structure of the specialization is then defined in terms of clusters, jobs, and independent jobs. The job structure resulting from this grouping process (the various jobs within the specialization) can be used to evaluate changes that have occurred. It can also be used to guide future changes. The above terminology will be used in the discussion of the ALO specialization.

Specialty Jobs

Based on the analysis of tasks performed and the amount of time spent performing each task, three independent jobs were identified within the ALO specialization. [Figure 1](#) shows this job structure. A written outline of the job structure follows. The stage (STG) number shown beside each title refers to computer-generated tracking information. The letter “N” represents the number of members in each group. [Tables 3-5](#) (at the end of this report, following the narrative) provide detailed descriptions of the IJs listed below, including demographic information and representative tasks that members perform.

- I. AIR LIAISON OFFICER INDEPENDENT JOB (STG 17, N=84)
- II. AIR LIAISON OFFICER TRAINER INDEPENDENT JOB (STG 22, N=5)
- III. AIR LIAISON OFFICER SUPERVISOR INDEPENDENT JOB (STG 13, N=6)

[Table 6](#), at the end of this narrative, displays time spent on duties by the members within these IJs.

**IDENTIFIED JOB STRUCTURE AND PERCENTAGES OF
TOTAL SURVEY SAMPLE
(N=110)**

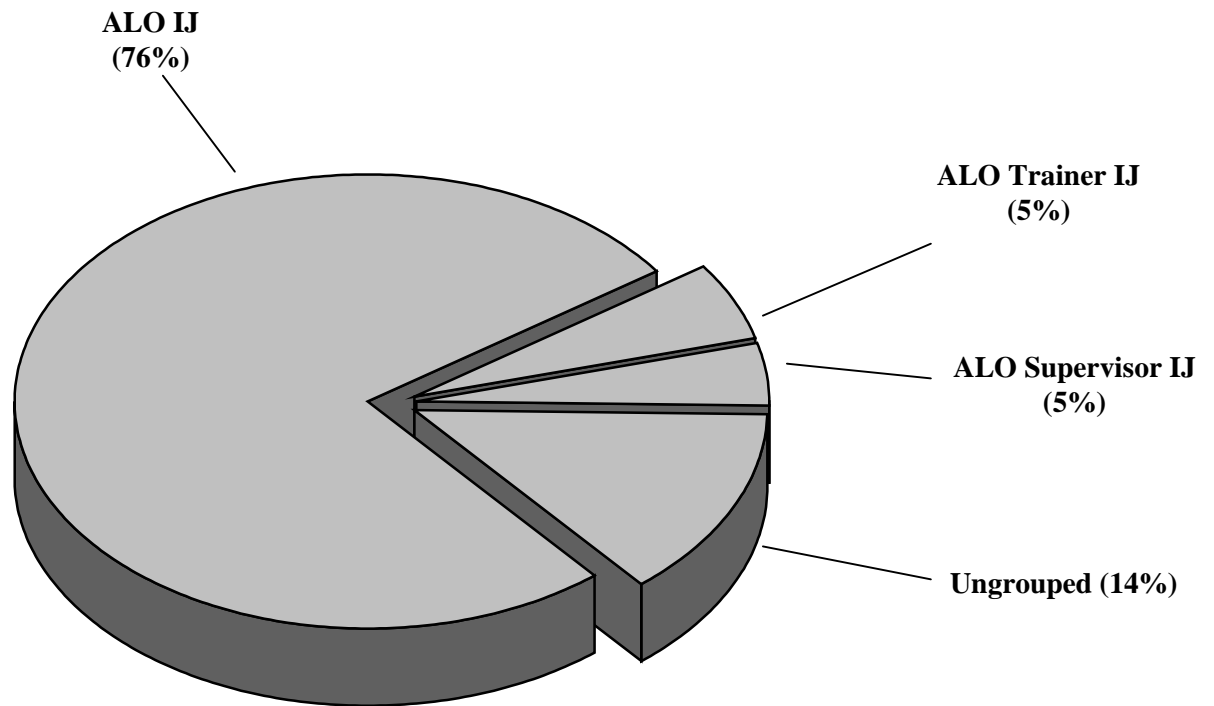


FIGURE 1

Members Not Grouped

- Remaining 14% of survey sample did not group with any IJ
 - Survey respondents sometimes do not fall into an identified job because they perform fewer tasks or mark the same tasks but give considerably different time spent ratings for those tasks
 - In addition, there may not have been enough individuals performing the same combination of tasks to warrant identification of a job
 - Members not grouped into any of the IJs were holding a variety of jobs, such as director of support or plans officer
 - Important point to note is that all major ALO functions are covered in the identified IJs

TRAINING ANALYSIS

Occupational survey data are a source of information that can assist in the development or evaluation of training programs for both entry-level and advanced members. Factors that may be used in evaluating training include the overall description of the job being performed by first-assignment personnel or personnel within a relevant group and their overall distribution across the specialization. The ALO job is similar to a special duty, and since it is typically filled only once by a rated officer, first-assignment data in the analysis of this survey were not used. However, several questions in the background section focused directly on training, including areas on ALOQC content and areas ALOs felt they needed additional training. [Tables 6 - 12](#) show this data from the entire survey sample.

[Table 6](#) – Average percent time spent on duties

[Table 7](#) – Equipment used or operated

[Table 8](#) – Documents used

[Table 9](#) – Schools or courses completed

[Table 10](#) – Mission planning or preparation area in which more training is needed

[Table 11](#) – Mission execution area in which more training is needed

[Table 12](#) – Army systems in which more training is needed

Initial Qualification Course Syllabus Analysis

Initial qualification training personnel from the 6th Combat Training Squadron (6 CTS), Nellis AFB NV, matched JI tasks to syllabus objectives. Their goal was to determine which syllabus elements should be considered for exclusion from the syllabus due to insufficient numbers of ALOs performing tasks and to determine which tasks should have syllabus items and lessons written for them in subsequent syllabi due to large numbers of ALOs performing, which are currently not being trained.

Per AETCI 36-2601, dated 14 July 1999, elements that are performed by at least 20% of members in a given criterion group (particularly first-assignment members) should be included in either a specialty training standard (STS) or course training standard (CTS). Of course, these are not the only criteria for inclusion, and other rational considerations may argue against inclusion. Even though the ALO training syllabus does not include an STS or CTS, the same 20% guideline was applied to the syllabus elements to assist trainers and course designers in making decisions on what should or should not be trained.

[Table 13](#) – Example of syllabus element along with the task matched to that item with less than 20% of the members performing:

- A complete listing of syllabus elements with tasks matched to elements can be found in the syllabus report in the Training Extract

[Table 14](#) – Examples of tasks not referenced to syllabus elements with 20% or more members performing:

- A complete listing of tasks not referenced to the syllabus can be found at the end of the syllabus report in Training Extract; these tasks should be reviewed for possible addition to syllabus

Overall, the syllabus is very well supported by the survey data.

JOB SATISFACTION ANALYSIS

An examination of job satisfaction indicators can give managers a better understanding of factors that may affect the job performance of ALOs. The survey included attitude questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and retirement intentions.

Overall Job Satisfaction = Good

[Table 15](#) – Job satisfaction data by job groups identified in [ALO SPECIALIZATION JOB STRUCTURE](#) section of this report:

- ALO IJ – lower perceived use of talents compared to the other IJs
- ALO Trainer IJ – lower perceived use of training and sense of accomplishment compared to the remaining jobs

[Table 16](#) displays job satisfaction data for the AD and ANG members. The results for these components are summarized below:

- Overall job satisfaction ratings for the ANG members are higher than the AD, especially for job interest and utilization of training

TABLE 3

**AIR LIAISON OFFICER INDEPENDENT JOB (STG 17)
N=84 (76% of TOTAL SAMPLE)**

DEMOGRAPHICS			
Average Time in Present Job		36 months	
Average TAFMS		193 months	
Predominant Paygrades	O-5	43%	
	O-4	38%	
	O-3	18%	
TASKS	AVERAGE NUMBER OF TASKS PERFORMED	191	PERCENT MEMBERS PERFORMING
A0004	Analyze mission planning information, such as air tasking orders (ATOs), airspace control orders (ACOs), or special instructions (SPINs)		99
B0064	Interpret tactical map symbols		99
A0010	Attend general meetings, such as staff meetings, conferences, and workshops		96
D0178	Maintain awareness of friendly and enemy locations		96
B0094	Perform personal hygiene under field conditions		95
A0031	Identify appropriate types of CAS to support Army operations, such as direct or indirect		94
A0012	Comply with or follow command and control procedures		93
B0065	Interpret topographic maps		93
D0182	Monitor current and forecasted weather information		93
B0095	Perform personal sanitation under field conditions		93
A0006	Analyze weather briefing information		93
B0075	Navigate by vehicle using GPSs		93
D0183	Monitor or operate air request nets		92
D0176	Locate targets using military grid reference system (MGRS)		92
A0005	Analyze mission taskings		92
B0062	Fire individual assigned primary weapon		92
D0188	Perform authentication procedures		92
D0156	Coordinate aerospace operations with Army personnel		90
A0047	Provide TACP capabilities and limitations to the ground unit commander		90
B0073	Navigate by vehicle during day operations using maps and compasses		90
B0074	Navigate by vehicle during night operations using maps and compasses		90
B0100	Perform self-aid or buddy care procedures		90
A0030	Identify airspace control measures, such as ACAs, contact point/initial points/minimum risk route (CP/IP/MRR) selections, friendly artillery firing		89
D0177	Locate targets using universal transverse mercator (UTM)		89
D0162	Coordinate SEAD with appropriate agencies		89
D0175	Locate targets using latitude and longitude coordinate systems		89
A0018	Coordinate ingress or egress of fighter aircraft with Army personnel		89
A0001	Adjust missions in response to changing tactical situations		89
B0083	Perform day or night convoy operations		89
B0051	Authenticate communications		89
D0139	Advise staff officers on employment of aerospace assets		88
D0207	Track status of TACPs under operational control		88
A0002	Advise ground component commander (GCC) on Joint AF close air support (CAS) and air interdiction doctrine and tactics, techniques, and procedures (TTPs)		88
B0068	Maintain TA-50 equipment, such as sleeping bags, helmets, or load-bearing equipment (LBE)		88

TABLE 4

**AIR LIAISON OFFICER TRAINER INDEPENDENT JOB (STG 22)
N=5 (5% of TOTAL SAMPLE)**

DEMOGRAPHICS		
Average Time in Present Job	31 months	
Average TAFMS	201 months	
Predominant Paygrades	O-5	60%
	O-4	20%
	O-3	20%

TASKS	AVERAGE NUMBER OF TASKS PERFORMED	PERCENT MEMBERS PERFORMING
G0290	Evaluate effectiveness of training programs, plans, or procedures	100
D0147	Brief Army personnel on tactical air support capabilities	100
G0292	Evaluate progress of trainees	100
G0291	Evaluate personnel to determine training needs	100
G0288	Develop or procure training materials or aids	100
G0299	Plan or schedule training	100
A0026	Develop briefings	100
G0275	Brief personnel concerning training programs or matters	100
G0296	Maintain training records or files	100
H0312	Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	100
H0351	Plan or schedule training simulation exercises	100
H0314	Conduct self-inspections or self-assessments	100
I0378	Initiate requests for TDY orders	100
G0277	Conduct formal course classroom training	80
G0287	Develop training programs, plans, or procedures, other than for PT	80
I0382	Locate information in publications, such as DoD, Joint, or AF publications	80
G0284	Determine training requirements	80
G0285	Develop formal course curricula, plans of instruction (POIs), or course training standards (CTSs)	80
A0010	Attend general meetings, such as staff meetings, conferences, and workshops	80
G0295	Inspect training materials or aids for operation or suitability	80
G0293	Evaluate training methods or techniques of instructors	80
H0366	Write or endorse military performance reports	80
G0289	Establish or maintain study reference files	80
D0139	Advise staff officers on employment of aerospace assets	80
I0383	Maintain administrative files	80
I0368	Compile data for records, reports, logs, or trend analyses	80
A0031	Identify appropriate types of CAS to support Army operations, such as direct or indirect	80
A0012	Comply with or follow command and control procedures	80
H0327	Develop or establish work schedules	80
G0282	Conduct or attend training conferences, briefings, or debriefings	80
H0320	Determine or establish work assignments or priorities	80
H0355	Review local OIs	80
H0357	Schedule personal temporary duties (TDYs)	80

TABLE 5

**AIR LIAISON OFFICER SUPERVISOR INDEPENDENT JOB (STG 13)
N=6 (5% of TOTAL SAMPLE)**

DEMOGRAPHICS			
Average Time in Present Job		83 months	
Average TAFMS		255 months	
Predominant Paygrades		O-5	67%
		O-6	17%
		O-4	17%
TASKS	AVERAGE NUMBER OF TASKS PERFORMED	54	PERCENT MEMBERS PERFORMING
H0366	Write or endorse military performance reports		100
A0010	Attend general meetings, such as staff meetings, conferences, and workshops		100
H0355	Review local OIs		100
H0362	Write recommendations for awards or decorations		100
H0348	Lead or participate in PT		83
H0352	Plan or schedule work assignments or priorities		83
H0333	Establish organizational policies, such as operating instructions (OIs) or SOPs		83
A0004	Analyze mission planning information, such as air tasking orders (ATOs), airspace control orders (ACOs), or special instructions (SPINs)		83
H0340	Evaluate personnel for promotion, demotion, reclassification, or special awards		67
H0351	Plan or schedule training simulation exercises		67
H0364	Write staff studies, surveys, or routine reports, other than training, after-action, or inspection reports		67
H0346	Interpret policies, directives, or procedures for subordinates		67
H0317	Conduct supervisory performance feedback sessions		67
H0320	Determine or establish work assignments or priorities		67
H0365	Write or endorse civilian performance appraisals		67
A0011	Compile data for records, reports, logs, or trend analysis		67
H0339	Evaluate personnel for compliance with performance standards		67
H0357	Schedule personal temporary duties (TDYs)		67
H0358	Schedule personnel for TDY assignments, leaves, or passes		67
H0349	Perform after-action reviews		67
H0353	Review budget requirements		67
H0354	Review drafts of supplements or changes to directives, such as policy directives, instructions, or manuals		67
A0005	Analyze mission taskings		67
A0012	Comply with or follow command and control procedures		50
A0026	Develop briefings		50
A0013	Conduct mission planning sessions		50
H0318	Counsel subordinates concerning personal matters		50
H0345	Inspect personnel for compliance with military standards		50
H0334	Establish performance standards for subordinates		50
I0368	Compile data for records, reports, logs, or trend analyses		33
H0312	Conduct general meetings, such as staff meetings, briefings, conferences, or workshops		33
A0014	Conduct risk assessment		33
A0042	Participate in meetings containing mission related information, such as air order battle, apportionment, or distribution decisions		17

TABLE 6
AVERAGE PERCENT TIME SPENT ON DUTIES
BY ALO INDEPENDENT JOBS

<u>DUTIES</u>	ALO IJ (N=84) (STG 17)	ALO TRAINER IJ (N=5) (STG 22)	ALO SUPERVISOR IJ (N=6) (STG 13)
A Performing Mission Planning Activities	21	16	19
B Performing Field Activities	18	6	4
C Setting Up, Operating, or Troubleshooting Mobile Communications Systems	5	1	*
D Performing Air Liaison, Air Strike Control, or Airspace Management Activities	25	16	10
E Performing Airborne or Air Assault Activities	1	*	0
F Performing Mobility or Contingency Activities	4	1	1
G Performing Training Activities	6	30	5
H Performing Management and Supervisory Activities	17	24	55
I Performing General Administrative Activities	3	6	5

* Indicates less than 1%

TABLE 7
EQUIPMENT USED OR OPERATED BY ALOs
(PERCENT USING OR OPERATING)

EQUIPMENT	(N=110)
Computer	88
Global Positioning System (GPS) Equipment	86
Map	85
AN/GRC-206 (V3)(V5)(V6)	74
Night Vision Device	74
Compass	73
AN/PRC-113	69
STU-III/STE	67
AN/PRC-117/F	66
M-4/M-9/M-16	64
Infrared Pointer	60
Generator	58
AN/MRC-144	55
Signaling Device	55
PRC-119	54
Secure Telephone Communications System Equipment	53
PRC-104	50
Infrared Marking Device	48
Mobile Shelter	46
Pyrotechnics	43
Data Transfer Devices	37
Laser Target Designator	34
Theater Battle Management Core System (TBMCS)	34
Laser Range Finder	31
Digital Communications Terminal	29
Multiple Integrated Laser Equipment (MILE)	26
Automated Deep Operations Coordination System (ADOCS)	19
Mobile Subscriber Equipment (MSE)	16
Situational Awareness Data Link (SADL)	13
Battlefield Communications Terminal	12
Parachute Equipment	10
Beacon or Transponder	9
LST-5	5
Advanced Field Artillery Tactical Data System (AFATDS)	3

TABLE 8
DOCUMENTS USED BY ALOs
(PERCENT USING)

DOCUMENTS	(N=110)
AFI 13-102, Air Support Operations Center (ASOC) and Tactical Air Control Party (TACP) Training and Evaluation Procedures	81
JP 3-09.3, Joint Tactics, Techniques, and Procedures for Close Air Support (CAS)	80
AFTTP 3-1 Vol. 26, Air Support Operation Center and Tactical Air Control Party Operations	71
Multiservice Procedures for the Joint Application of Firepower (J-Fire)	64
Range Control Regulations	61
AFDD 2-1.3, Counterland	49
Multiservice Procedures for Joint Air Attack Team Operations (JAAT)	46
FM 101-5-1, Operational Terms and Graphics	42
AFDD 2-1.7, Airspace Control in the Combat Zone	40
FM 3-0, Operations	40
Four Star Memorandum of Agreement	35
JP 3-09.1, Joint Tactics, Techniques, and Procedures for Laser Designation Operations	35
JP 3-56.1, Command and Control for Joint Air Operations	34
Multiservice Procedures for Theater Air Ground System (TAGS Manual)	33
J-Laser	18
FM 6-20-40, Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Heavy)	15
Multiservice Procedures for Integrated Combat Airspace Command and Control (ICAC2)	15
JP 3-17, Joint Tactics, Techniques, and Procedures for Theater Airlift Operations	12
FM 57-220, Static Line Parachuting Techniques and Training	10
MCWP 3-16, Fire Support Coordination in the Ground Combat Element	8
MIL-STD-6040, U.S. Message Text Formatting Program, Description of U.S. Message Text Formatting Program	8
FM 24-33, Communications Techniques: Electronic Countermeasures	5
ARTEP-6-115-MTP, Mission Training Plan for the Field Artillery Cannon Battalion Command and Staff Section, Headquarters and Headquarters Battery, and Service Battery	4

TABLE 9
SCHOOLS OR COURSES COMPLETED BY ALOs
(PERCENT SELECTING)

SCHOOLS OR COURSES	(N=110)
Joint Firepower Control Course (JFCC)	75
S-V80-A, Combat Survival Training Course	72
S-V86-A, Water Survival Training Course	66
Survival, Evasion, Resistance, and Escape (SERE) Course	55
Air Liaison Officer Qualification Course	27
S-V83-A, Special Survival Training Course	20
Airborne School	19
S-V90-A, Water Survival Course, Nonparachuting	19
Joint Combat Airspace Command and Control Course (JCAC2C)	15
USAFE Air Ground Operations Course	15
Basic Parachutist Course	14
Joint Firepower Course (JFC)	11
Range Safety Course	11
Theater Battle Management Core System (TBMCS)	10
Battle Staff Course	9
Joint Air Operations Staff Course	9
S-V87-A, Arctic Survival Training Course	8
Hazardous Materials (HAZMAT) Course	7
Terminal Attack Control Course	7
Dynamics of International Terrorism Course	5
Joint Doctrine Air Campaign Course (JDAC)	5
Tactical Airlift Liaison Officer Contingency Course	5
Laser Safety Course	4
Observer Controller (OC) Academy Course	3
Air Assault School	2
Load Planner Course	2
Introduction to Special Operations	1
Joint Special Operations Planning Workshop	1
Jumpmaster School	1
Pathfinder School	1
United States Marine Corps (USMC) Forward Air Control (FAC) Course	1

TABLE 10

**MISSION PLANNING OR PREPARATION AREA IN WHICH
ALOs FEEL THEY NEED MORE TRAINING
(PERCENT SELECTING)**

MISSION PLANNING OR PREPARATION AREA	(N=110)
Small Team Tactics	46
J-series Weapons	43
Positioning Area for Artillery (PAAs)	43
Joint Air Attack Team (JAAT) planning	42
Night CAS	41
Developing Airspace Control Measures	40
TACP Battlefield Emplacement	40
Developing Movement Plan	39
C4ISR/R&S Integration	38
Verify Fire Support Coordination Measures/Air Coordination Measures (FSCMs/ACMs)	35
CAS Attack Tactics	33
Developing Targeting Plan	32
Fire Support Capabilities/Limitations	32
CAS Essential Fire Support Tasks (EFSTs)	31
Developing Communications Plan	29
Interpreting Fire Support Coordination Measures	29
Military Decision Making Process (MDMP)	29
SEAD Planning	29
Developing Observation Plan	28
Friendly Marking Procedures	27
Preparing Joint Tactical Air Support Requests (JTARs)	25
Rehearsal Participation	25
Target Marking Procedures	24
COA Analysis/Development	22
Threat Analysis	22
Interpreting Airspace Control Orders (ACOS)	20
Ground Target Lines (GTLs)	19

TABLE 11

**MISSION EXECUTION AREA IN WHICH ALOs
FEEL THEY NEED MORE TRAINING
(PERCENT SELECTING)**

ARMY SYSTEMS	(N=110)
Urban CAS	64
UAV Ops	58
CAS In Rear Area	49
Night CAS	45
Small Team Tactics	43
Artillery Call For Fire	39
TACP Battlefield Emplacement	36
Artillery Adjustment	35
Laser Tactics	35
Live Fire Training	35
Airspace Deconfliction	33
Weapons Capabilities	30
Equipment Operations	28
Battle Tracking	27
Terminal Control Procedures	23
Aircraft Capabilities	18
Request Procedures	18
Air Defense Artillery (ADA) Threat Identification	17
Friend/Foe Identification	15

TABLE 12

**ARMY SYSTEMS ON WHICH ALOs
FEEL THEY NEED MORE TRAINING
(PERCENT SELECTING)**

ARMY SYSTEMS	(N=110)
Army Field Artillery Tactical Air Defense System (AFATADS)	41
Automated Deep Operations Coordination System (ADOCS)	41
Command and Control Personal Computer (C2PC)	31
Small Unit Operations Situational Awareness System (SUO SAS)	28
Army Battle Command System (ABCS)	27
Force-21	26
Maneuver Control System (MCS)	25
Air Support Client	24
Air and Missile Defense Workstation (AMDWS)	23

TABLE 13

**EXAMPLE OF SYLLABUS ELEMENT NOT SUPPORTED BY SURVEY DATA
(LESS THAN 20 PERCENT MEMBERS PERFORMING)**

UNIT	LEARNING OBJECTIVE	PERCENT MEMBERS PERFORMING		ANG 16GX (N=44)
		ALL ALOs (N=110)	ALL AD ALOs (N=66)	
4.12. Task	OPS-12 Airlift Support to Joint Operations D0196. Process airlift mission requests	14	14	0

TABLE 14

**EXAMPLES OF TASKS PERFORMED BY 20 PERCENT OR MORE MEMBERS
BUT NOT REFERENCED TO ANY SYLLABUS ELEMENT**

TASKS		ALO IJ (N=110)
D0149	Control day CAS missions	59
D0151	Control low-altitude air missions	56
D0152	Control medium-altitude air missions	55
D0153	Control night CAS missions	54
D0157	Coordinate air defense artillery	51
D0167	Divert tasked missions	46
D0150	Control high-altitude air missions	45
C0116	Configure communications systems for operations using auxiliary power	36
A0021	Coordinate tactical infiltration or extraction operations with Army or other service personnel	36

TABLE 15
JOB SATISFACTION INDICATORS FOR IDENTIFIED JOB GROUPS
(PERCENT MEMBERS RESPONDING)

	ALO IJ (N=84) (STG 17)	ALO TRAINER IJ (N=5) (STG 22)	ALO SUPERVISOR IJ (N=6) (STG 13)
<u>EXPRESSED JOB INTEREST</u>			
INTERESTING	72	40	100
SO-SO	11	60	0
DULL	17	0	0
<u>PERCEIVED USE OF TALENTS</u>			
EXCELLENT TO PERFECT	25	0	67
FAIRLY WELL TO VERY WELL	53	100	33
NONE TO VERY LITTLE	22	0	0
<u>PERCEIVED USE OF TRAINING</u>			
EXCELLENT TO PERFECT	25	20	0
FAIRLY WELL TO VERY WELL	60	40	83
NONE TO VERY LITTLE	15	40	17
<u>SENSE OF ACCOMPLISHMENT FROM JOB</u>			
SATISFIED	62	20	100
NEUTRAL	13	40	0
DISSATISFIED	25	40	0
<u>RETIREMENT INTENTIONS</u>			
SEPARATE OR PROBABLY SEPARATE	9	0	0
RETIRE OR PROBABLY RETIRE	91	100	100

TABLE 16
JOB SATISFACTION INDICATORS FOR AD AND ANG MEMBERS
(PERCENT MEMBERS RESPONDING)

	ALL AD ALOs (N=66)	ALL ANG ALOs (N=44)
<u>EXPRESSED JOB INTEREST</u>		
INTERESTING	67	79
SO-SO	11	14
DULL	22	7
<u>PERCEIVED USE OF TALENTS</u>		
EXCELLENT TO PERFECT	26	32
FAIRLY WELL TO VERY WELL	42	59
NONE TO VERY LITTLE	32	9
<u>PERCEIVED USE OF TRAINING</u>		
EXCELLENT TO PERFECT	5	0
FAIRLY WELL TO VERY WELL	68	90
NONE TO VERY LITTLE	27	10
<u>SENSE OF ACCOMPLISHMENT FROM JOB</u>		
SATISFIED	65	66
NEUTRAL	6	18
DISSATISFIED	29	16
<u>RETIREMENT INTENTIONS</u>		
SEPARATE OR PROBABLY SEPARATE	15	0
RETIRE OR PROBABLY RETIRE	85	100